

DRAFT EXTRACTS  
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A 5-FOLD PATTERN LANGUAGE

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Rendered searchable by OCR, but recognition errors may prevent  
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<http://www.laetusinpraesens.org/docs80s/84patlan.php>

These sample extracts are  
being circulated for comment.  
PLEASE COMMENT

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## SELECTED PATTERNS

X0001 Independent domains  
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X0004 Regenerative resource cultivation areas  
X0005 Network of inter-relationships  
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X0040 Integrating the historical dimension  
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X0237 Connectedness in isolation  
X0238 Filtered insights  
X0239 Multi-faceted frameworks  
X0240 Tolerance at level interface  
X0241 Attractive temporary positions

## SELECTED PATTERNS

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|-------|---|
| X0243 | Ambiguous boundaries                      |
| X0244 | Flexible interfaces                       |
| X0245 | Protecting variability to enhance fixity  |
| X0246 | Integration within context                |
| X0247 | Embedding fixity within variability       |
| X0248 | Time binding                              |
| X0249 | Symbols of integration                    |
| X0250 | Encouraging emphases                      |
| X0251 | Different settings                        |
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| X0253 | Meaningful symbols of self-transformation |

## INTRODUCTORY NOTES

- 1 In a 3 volume work designer-architect Christopher Alexander has elaborated and tested a "pattern language" for building and planning at both the macro and the micro level. The titles of the volumes are:  
    Volume 1   The Timeless Way of Building  
    Volume 2   A Pattern Language  
    Volume 3   The Oregon Experiment  
(all published by Oxford University Press, 1977-).
- 2 The value and purpose of such an exercise is to provide people with a kind of vocabulary, a phrase book, a large and accessible store of metaphors, images and elements that are formed into the patterns of our various environments.  
Enriching vocabulary enriches the structure of choice. A person with a limited vocabulary has a limited field of consciousness. Pattern languages provide this enriching vocabulary of semantically meaningful concepts - each a pattern of elements in themselves and yet each combinable with the others in the definition and design of the environments in which people choose to live.  
Certain patterns are intuitively recognised and predictable, they appear wholesome, they have a quality, impossible to define, yet experienced and understood deep in the collective consciousness of the human race. Emphasis is placed on these concepts, these patterns which help to define a qualitatively superior environment.
- 3 Alexander (and his team) have clarified 254 interlinked patterns as providing one such language. They stress that other languages are possible and other patterns may be added to the language they have elaborated. Nevertheless, their language can be viewed as a very useful coherent structure.
- 4 Alexander's language focuses on the physical environment of towns, buildings, and construction. It has been used here as a form of template from which 4 corresponding sets of patterns have been generated. The numbered patterns on the following pages are therefore split into 5 sub-paragraphs:

Pattern This endeavours to describe the pattern in content-free terms as pure relationship. As such it is a guideline for the elaboration of patterns for other arenas.

**Physical environment** This is an adaptation of Alexander's own pattern description.

**Socio-organizational environment** This describes the pattern as it applies to the organization of social groups, organizations and networks.

**Conceptual environment** This describes the pattern as it applies to the organization of a conceptual framework or a body of knowledge.

**Intra-personal environment** This describes the pattern as it applies to the organization of modes of awareness adopted by a person.

- 5 The procedure of "translating" or transposing the original physical pattern to other domains obviously raises difficulties. These include:

- problem of adequacy of terminology;
- stilted phrasing.

These are normal problems encountered in translation. These difficulties can however be reduced by further editing. Clearly it would be an advantage to get feedback from those more familiar with the terminology used in each domain.

- 6 This draft is being circulated to a few people at this stage to get some feedback on the strengths or weaknesses of the approach. Any comments, specific or general, would therefore be appreciated.
- 7 The basic reason for attempting to complete this exercise is that as a set of physical patterns it provides one of the very few coherent, yet precise, efforts to organize the environment in a manner which is qualitatively sensitive. If it is possible to learn from this by adapting the patterns to other realms in which humanity is faced with incoherence and problems of quality, then the exercise has merit.

X 0001 b

### **Independent domains**

**Pattern** Balance between domains will not change until each one is small and autonomous enough to be an independent sphere of influence.

**Physical environment** Metropolitan regions will not come to balance until each one is small and autonomous enough to be an independent sphere of influence. Whenever possible, evolution of such regions should be encouraged; each with a population of between 2 and 10 million; each with its own natural and geographic boundaries; each with its own economy; each one autonomous and self-governing; each with a seat in a world-government, without the intervening power of large states or countries.

**Socio-organizational environment** Major Networks or communities of organizations will not come to functional balance until each one is small and autonomous enough to be an independent sphere of influence.

**Conceptual environment** Major paradigms, networks of concepts or schools of thought will not come to functional balance until each one is sufficiently well-defined and autonomous to be an independent sphere of insight.

**Intra-personal environment** Major modes of awareness will not come to functional balance within the individual until each one is sufficiently well-defined and autonomous to be an independent sphere of influence.

X 0002

#### Distribution of organization

**Pattern** If a domain is characterized by small clusters of organization to too great an extent, more comprehensive forms of organization cannot emerge. But if a domain is characterized by large clusters of organization to too great an extent, such organization will not be able to ensure the integrity of the domain.

**Physical environment** If the population of a region is weighted too far toward small villages, modern civilization can never emerge; but if the population is weighted too far toward big cities, the earth will go to ruin because the population is not where it needs to be in order to take care of it. The population needs to be distributed evenly in towns of different sizes, and the towns of the same size need to be distributed evenly throughout the region.

**Socio-organizational environment** If a functional domain is characterized by smaller groups to too great an extent, larger and more complex forms of organization cannot emerge. But if such a domain is characterized by larger and more complex forms of organization to too great an extent, such forms of organization will prove detrimental to the integrity of the functional domain. Groups of different size and degrees of organization should be distributed evenly throughout the functional domain.

**Conceptual environment** If a conceptual domain is characterized by small networks or groups of concepts to too great an extent, more integrated and comprehensive forms of organization cannot emerge. But if such a domain is characterized by extensively organized networks of concepts to too great an extent, such a degree of organization will prove detrimental to the integrity of the conceptual domain. Bodies of knowledge of different degrees of organization should be distributed evenly throughout the domain.

**Intra-personal environment** If a mode of awareness is characterized by too many aspects of limited degree of organization, more integrated and comprehensive forms of awareness cannot emerge. But if such a mode of awareness is characterized by too limited a number of highly organized aspects, then this manner of organization will prove detrimental to the integrity of that mode of awareness.

X 0003 b

### **Interpretation of complementary modes of organization**

**Pattern** A continuous pattern of organization and definition denies the existence and emergence of the underdefined and severely diminishes the value of major established patterns of organization. But the degree of integration of such major patterns is also valuable and potent. A compromise can be achieved by ensuring appropriate interpenetration of defined and underdefined modes of organization as complements.

**Physical environment** Continuous sprawling urbanization destroys life and makes cities unbearable. But the sheer size of cities is also valuable and potent. Interlocking fingers of farmland and urban land are an appropriate compromise even at the centre of the metropolis.

**Socio-organizational environment** The proliferation of total patterns of organization and systems of procedures denies the existence and emergence of unorganized activity and severely diminishes the value of major institutions. But the degree of integration of such institutions is also valuable and potent. A compromise can be achieved by ensuring the interpenetration of formal and informal modes of organization as necessary complements.

**Conceptual environment** The proliferation of totally organized bodies of knowledge and conceptual methods ignores the existence and emergence of underdefined concepts and forms of integration with the consequence that conceptual development is severely inhibited. But the degree of integration of such established bodies of knowledge is also valuable and potent. A compromise can be achieved by ensuring the interpenetration of formal and informal modes of conceptual organization.

**Intra-personal environment** The proliferation of highly structured modes of awareness ignores the existence and emergence of underdefined modes of awareness and forms of integration, with the consequence that personal development is severely inhibited. But the degree of integration of such established modes of awareness is also valuable and potent. A compromise can be achieved by ensuring the interpenetration of structured and unstructured modes of awareness.

X 0004 c

#### Regenerative resource cultivation areas

**Pattern** Those areas in which resources can best be regenerated are also those most favourable for the construction of frameworks. The availability of such areas is however limited and once denatured by the construction of frameworks, its resource regeneration function cannot easily be recovered. Such areas should therefore be protected.

**Physical environment** The land which is best for agriculture happens to be best for building too. It is however limited and once the fertility is destroyed or locked up it cannot be regained for centuries. Agricultural valleys should therefore be protected as farmland or as nature reserves, if they are not cultivated.

**Socio-organizational environment** The functional areas most favourable to regeneration of social resources are also those in which organizations can most easily be established. The availability of such areas is however limited and once denatured by the establishment of organizations, their resource regeneration function cannot easily be recovered. Such functional areas should therefore be protected from attempts at organization.

**Conceptual environment** The domains most favourable to regeneration of creative resources are also those in which concepts can most easily be ordered into conceptual frameworks. The availability of such areas is however limited and once denatured by the establishment of such frameworks their function in regenerating creative resources cannot easily be recovered. Such creative domains should therefore be protected from attempts at conceptual organization.

**Intra-personal environment** The modes of awareness most favourable to regeneration of psychic resources are also those which lend themselves most easily to being structured. The availability of such modes is however limited and once denatured by being structured in this way, their regenerative function cannot easily be recovered. Such modes of awareness should therefore be protected from efforts to structure them.

X 0005

### Network of inter-relationships

**Pattern** There is advantage in relating to centrally organized frameworks as well as to those which are minimally organized. In order to reconcile these contradictory requirements, a network of inter-relationships is necessary which both links the limited number of central positions to the many non-central, minimally-organized areas, and provides a barrier to encroachment on such areas.

**Physical environment** Many people want to live in the country whilst also living close to a large city. It is however geometrically impossible to have thousands of small farms within a few minutes of a major city. Both are possible by arranging a loose network of country roads around large open squares of countryside or farmland, with houses closely packed along the road, but only one house deep. In these terms, the suburb is an obsolete and contradictory form of human settlement.

**Socio-organizational environment** There is advantage in participation in major groups and local communities. In order to reconcile these mutually incompatible forms of activity, a loose network of relationships is necessary which links both the limited number of central organizations to the many non-central, minimally organized groups and ensures that the latter provide protection against external encroachment.

**Conceptual environment** There is advantage in major conceptual frameworks as well as in minimally organized conceptual processes. In order to reconcile these mutually incompatible forms of conceptual organization a loose network of relationships is necessary which links both the limited number of centrally organized frameworks to the minimally organized conceptual processes and ensures that the latter provide protection against progressive formalization.

**Intra-personal environment** There is advantage in highly ordered modes of awareness as well as in minimally ordered modes of awareness. In order to reconcile these mutually incompatible modes a loose network of associative relationships is necessary which links both the limited number of ordered modes to the minimally ordered modes and ensures that the latter provide protection against loss of the former.

X 0006 c

### Intermediate scale organization

**Pattern** More comprehensive forms of organization function as powerful attractors. It is difficult to ensure the viability of intermediate forms of organization in relationship to them. Efforts should be maintained to ensure that such intermediate forms of organization function as attractors in their own right and are not merely dependencies of the more powerful attractors.

**Physical environment** The big city is a magnet. Small country towns find it difficult to stay alive and healthy in the face of central urban growth. Where they exist, country towns should be preserved. The growth of new self-contained towns should also be encouraged. The region should be collectively concerned to ensure their viability and avoid their development into dormitory towns.

**Socio-organizational environment** The activities of a large and growing organizational complex attract further participation. It is consequently difficult for smaller organizations to offer processes of equivalent attractiveness to ensure their viability. Where such intermediate bodies exist they should be preserved. The growth of new self-reliant forms of organization should be encouraged. The functional domain should be collectively concerned to ensure their viability and avoid their development into dependent or "front" organizations.

**Conceptual environment** Major conceptual and ideological frameworks powerfully attract adherents. It is consequently difficult for smaller alternative frameworks to offer knowledge of equivalent interest to ensure their viability. Where such alternatives exist they should be preserved. The growth of new alternatives should be encouraged. There should be collective concern within the conceptual domain to ensure their viability and avoid their development into conceptual outposts of any major framework.

**Intra-personal environment** Major modes of awareness powerfully attract further involvement. It is consequently difficult for less comprehensive alternative modes of awareness to offer insights of a power sufficient to ensure their viability. Where such alternatives exist they should be preserved. The growth of new alternatives should be encouraged. There should be a general concern to ensure their viability and independence and avoid their development into aspects of any major modes of awareness.

X 0007 c

### Non-linear organization

**Pattern** Within each domain, in between the linearly organized areas, there are large areas of non-linear organization whose status and function are crucial to the balance of the domain as a whole.

**Physical environment** Within each region, in between the towns, there are vast areas of countryside - farmland, parkland, forests, deserts, lakes and rivers. The legal and ecological character of this countryside is crucial to the balance of the region. Parks are dead and artificial. Farms, when treated as private property, rob the people of their natural biological heritage. Every piece of countryside has keepers who have the right to farm it if it is arable, or the obligation to look after it if it is wild. Every piece of land should be open to the people at large, provided they respect the organic processes going on them.

**Socio-organizational environment** Within each functional domain there are extensive areas of informal organization providing a context for the many formal organizations. The character and status of such informality is crucial to the organizational balance of the domain. Such informality in its many forms should be open to all, provided they respect the special character of social processes associated with it.

**Conceptual environment** Within each conceptual domain there are extensive areas of non-linear organization of knowledge providing a context for those areas which have been linearly organized. Such non-linear organization is crucial to the balance of knowledge in the domain and as such should be accessible to all, with due respect for the special quality of the conceptual processes involved.

**Intra-personal environment** Within each mode of awareness there are many perceptual processes which are non-linearly organized. These non-rational processes provide a context for those which are rationally organized and are crucial to the balance of the mode of awareness.

X 0008 b

### Variety of forms and processes

**Pattern** Organizations characterized by homogeneity and lack of differentiation inhibit the emergence and growth of variety. By distinguishing an extensive variegated pattern of appropriately juxtaposed sub-areas, the emergence of different forms of organization may be encouraged and protected within each of them.

**Physical environment** The homogeneous and undifferentiated character of modern cities kills all variety of style and arrests the development of individual characteristics. By breaking the city, as far as possible, into a vast mosaic of sub-cultures, each with its own spatial territory, the emergence of distinct styles may be encouraged and protected provided that each is stimulated and consolidated by an appropriate degree of contact with the others.

**Socio-organizational environment** The homogeneous and undifferentiated character of modern organizational complexes and institutional environments inhibits the emergence of alternative life styles and arrests the growth of individual character. By breaking such complexes into a vast mosaic of sub-cultures, each with its own functional territory, the emergence of distinct life styles may be encouraged and protected, provided that each is stimulated and consolidated by an appropriate degree of contact with the others.

**Conceptual environment** The homogeneous and undifferentiated character of major schools of thought or ideological frameworks inhibits the emergence of alternative conceptual styles deviating from the norm, thus arresting conceptual development. By fragmenting such frameworks into a vast mosaic of sub-cultures, each with its own specialized domain and sharply delineated values, the emergence of distinct intellectual styles may be encouraged and protected, provided that each is stimulated and consolidated by an appropriate degree of contact with the others.

**Intra-personal environment** The homogeneous and undifferentiated character of a person's principal modes of awareness inhibits the emergence of alternative modes and arrests personal development. By distinguishing a rich mosaic of distinct variants, each with its particular function, the emergence of alternative modes of awareness may be encouraged and protected, provided that each is stimulated and consolidated by an appropriate degree of interaction with the others.

X 0009 b

#### **Decentralized formal processes**

**Pattern** The segregation of formal and informal processes and the concentration of each of them within distinct and unrelated areas is artificial and leads to their unhealthy development. Formal processes should be distributed in such a way as to permit interaction with informal processes.

**Physical environment** The artificial separation of residential and work environments creates intolerable rifts in people's inner lives and prevents the emergence of highly differentiated subcultures. The concentration and segregation of work leads to dead neighbourhoods. Zoning and other regulations should be used to scatter workplaces throughout the city and to prohibit large concentrations of family life without associated workplaces.

**Socio-organizational environments** The segregation of formal and informal processes in organizations and groups and the confinement of each to separate and well-defined settings leads to unhealthy social development of a schizophrenic nature. Formal group processes should be distributed throughout the organizational environment so as to facilitate alternations with informal processes.

**Conceptual environment** The segregation of formal and informal conceptual procedures and methods and the restriction on the use of each to separate and well-defined circumstances leads to unhealthy conceptual development. Formal procedures should be adopted throughout the conceptual domain such as to facilitate alternation with informal, creative processes.

**Intra-personal environment** The segregation of disciplined and unstructured modes of awareness and the restriction of each to separate and well-defined contexts leads to unhealthy personal development of a schizophrenic nature. Structured modes of awareness should be interrelated with unstructured modes such as to facilitate alternation between them.

X 0010

### Access to intensity

Pattern Complexification of structures and processes at centralized locations constitute a powerful attractant but such development progressively limits access to the intensity of relationships in that environment. Access can be increased by limiting the degree of complexification and multiplying the number and variety of such points of focus.

Physical environment City life is experienced as magical because of its intensity. But urban sprawl deprives most people of genuine participation in it because they must live far out from the core. This problem can only be solved by decentralizing the core to form a multitude of smaller cores, each intense and devoted to some special way of life, corresponding to the needs of the region as a whole.

Socio-organizational environment Large organizational complexes are experienced as exciting environments because of the variety and intensity of activity within them. But institutional proliferation deprives most people of genuine participation at the foci where action oriented decisions are taken. This problem can only be solved by decentralization around a multitude of smaller decision-making loci, each exemplifying some special way of life corresponding to the needs of the functional domain as a whole.

Conceptual environment Major schools of thought, conceptual frameworks or ideologies are a powerful attractant because of the intensity and complexity of intellectual activity associated with them. But the proliferation of derivative conceptual developments associated with them progressively deprives most people of genuine participation at those points of excellence where creative development is actually taking place. This problem can only be solved by decentralization around a multitude of smaller innovative areas, each exemplifying some special method or approach corresponding to the needs of the conceptual domain as a whole.

Intra-personal environment The principal modes of awareness exert a powerful influence because of the fascinating richness and intensity of experience they provide. But the proliferation of derivative modes of awareness associated with them progressively inhibits direct creative experience of the fundamental insight governing the further transformation of such a mode. This problem can only be solved by multiplying the number of more limited modes of awareness, each exemplifying some more accessible special insight corresponding to the needs of personal development as a whole.

X0011 b

#### Local interrelationship domains

**Pattern** Means of non-local interrelationship, when employed locally, inhibit the articulation of local domains and destroy their integrity. The domain as a whole should be broken down into local interrelationship domains for which the non-local interrelationships help to define a boundary. Appropriate connections should be established between the local and non-local interrelationships.

**Physical environment** Cars give people wonderful freedom and increase their opportunities. But they also destroy the environment to an extent so drastic that they kill all social life. The urban area should be broken down into local transport areas, each surrounded by a ring road. Within such areas, paths and minor local roads (inconvenient for cars) should be built for internal movement, with major roads providing access to the ring roads.

**Socio-organizational environment** Non-local communication media, when employed locally, inhibit the articulation and social development of community organization and destroy its integrity. The functional domain as a whole should be broken down into local communication areas, each with direct access to non-local communication media. Within such areas, group and interpersonal communication networks should be developed for internal purposes, appropriately connected to (and protected from) the non-local communication media.

**Conceptual environment** General conceptual relationships, when employed in specialized areas, inhibit the articulation of specialized conceptual domains and destroy their integrity. The domain as a whole should be broken down into domains within which particular local relationships prevail, but appropriately related to a pattern of general relationships.

**Intra-personal environment** General patterns of insight, when used to order immediate experience, inhibit development of appreciation of the uniqueness of the present and destroy the integrity of such immediacy. The pattern of insight as a whole should be broken down into domains in which the sense of immediacy prevails, with each appropriately related to the contextual pattern.

X 0012 c

### Individuality in multiplicity

**Pattern** Individual elements, as such, can have no distinguishably unique function in forming a pattern composed of 5,000 to 10,000 such elements. Patterns should therefore be decentralized so as to group not more than approximately 7,000 such elements, thus enabling each element to play a distinct part in the pattern.

**Physical environment** Individuals have no effective voice in any territorial community of more than 5,000 to 10,000 persons. Decentralize city governments in a way that gives local control to communities of approximately 7,000 persons. Use natural geographic and historic boundaries to mark these communities wherever possible. Give each community the power to initiate, decide, and execute the affairs that concern it closely.

**Socio-organizational environment** Individuals have no effective voice in any non-territorial community of more than 5,000 to 10,000 persons. Decentralize major institutions in a way that gives local control to functional divisions interrelating approximately 7,000 persons. Use cultural and traditional distinctions to reinforce such organizational boundaries whenever possible. Give each organization the power to initiate, decide and execute the affairs that concern it closely.

**Conceptual environment** Individual concepts can have no distinguishably unique function in constituting a conceptual framework of more than 5,000 to 10,000 such concepts. Conceptual frameworks should therefore be partitioned so as to interrelate not more than 7,000 such concepts, thus enabling each concept to fulfil a distinct role in the pattern.

**Intra-personal environment** Individual moments of awareness can have no distinguishably unique function in forming a mode of awareness of more than 5,000 to 10,000 such facets. Modes of awareness should therefore be organized so as to interrelate not more than 7,000 such moments, thus enabling each moment to contribute uniquely to the mode as a whole.

X 0013 c

#### **Sub-domain boundary**

**Pattern** In order to maintain a variety of forms and processes, boundaries are required to insulate from one another the different (at least partially) sub-domains in which each prevails.

**Physical environment** A mosaic of subcultures requires that hundreds of different cultures live, in their own way, at full intensity, on neighbouring territories. But subcultures have their own ecology. They can only live at full intensity, unhampered by their territorial neighbours, if they are physically separated by physical boundaries, whether natural or man-made.

**Socio-organizational environment** A mosaic of subcultures and alternative life styles requires that hundreds of different groups live, in their own way, at full intensity on neighbouring functional territories. But subcultures have their own ecology. They can only live at full intensity, unhampered by their functional neighbours, if they are functionally separated by functional boundaries, whether traditional or designed.

**Conceptual environment** A mosaic of subcultures and conceptual frameworks requires that hundreds of different schools of thought function, in their own way, at full intensity on neighbouring conceptual domains. But subcultures have their own ecology. They can only live at full intensity, unhampered by their intellectual neighbours, if they are conceptually separated by definitions, whether traditional or designed.

**Intra-personal environment** A mosaic of distinct modes of awareness requires the co-existence of hundreds of different modes. The full intensity of each mode only emerges, unhampered by its neighbours, if they are appropriately separated ??????

X 0014 b

#### Identifiable context

**Pattern** To establish that a part belongs to a larger whole, the whole needs to be identified with a particular space distinct from other spaces.

**Physical environment** People need an identifiable spatial unit to belong to (up to 300 yards across; 400-500 inhabitants) distinct from other parts of the urban environment. Today's pattern of development destroys such neighbourhoods. In existing cities, encourage local groups to define physically the neighbourhoods they live in. Give them some degree of autonomy and keep major roads out.

**Socio-organizational environment** People need an identifiable functional unit to belong to (a sector of social space), distinct from other parts of the social environment. Within existing organizational complexes, encourage groups to define the special activity domains with which they are identified. Give them some degree of autonomy and protect them from the high intensity communication pathways of the external environment.

**Conceptual environment** People need an identifiable belief system or school of thought to belong to (a sector of conceptual space), distinct from other parts of the conceptual environment. Within existing conceptual frameworks, encourage groups to define the areas of special interest with which they are identified. Give them some degree of autonomy and protect them from being overridden by patterns of general relationships.

**Intra-personal environment** An individual needs a central focus to his or her personality (a sector of his or her psychic space) as a reference point for a sense of identity or on which to ground any response to the world. Experiential discovery of such a centre should be encouraged. The sense of relative detachment associated with such a centre should be cultivated and protected from the distractions of external patterns of insight.

\*\*\*possible wrong emphasis on centre???

X 0015 c

### Context boundary

**Pattern** The strength of the boundary is essential to the maintenance of an identifiable context. An appropriate boundary emerges as the number of relationships to the external environment is limited.

**Physical environment** The strength of the boundary is essential to the maintenance of the identifiable character of the neighbourhood. The boundary may be formed by closing down some streets crossing the neighbourhood and limiting access to the neighbourhood.

**Socio-organizational environment** The strength of the boundary is essential to the maintenance of the identifiable character of a group or functional unit. The boundary may be formed by cutting off some communication pathway through the group's and restricting access to the group's activity.

**Conceptual environment** The strength of the boundary is essential to the maintenance of the identifiable character of a conceptual system. The definition may be articulated by establishing distinctions from the pattern of general relationships within which the system is embedded.

**Intra-personal environment** The strength of the distinction between modes of awareness is essential to the maintenance of the identifiable character of any focal, ground or "home" mode. The distinction may be reinforced by developing the sense of primacy or groundedness associated with such a mode in contrast to others.

X 0016 c

### Web of general interrelationships

**Pattern** A general system of interrelationships can only work if all the parts are well-connected. This tends not to be the case because of the privileged role accorded to the major relationships and the difficulty of linking relationships of different kinds. This difficulty can be reduced by treating the interrelationship nodes as primary and the interrelationship links as secondary.

**Physical environment** The web of different modes of public transportation can only work if all the parts are well-connected. This tends not to be the case because of the emphasis placed on the high volume modes and the difficulty of coordinating the interchange between different modes, especially to local areas. This difficulty can be reduced by treating the interchange points as primary and the actual transportation lines as secondary. Local communities controlling the interchanges can then require guarantees of a desirable level of local service.

**Socio-organizational environment** The web of public communication facilities can only work if all social actors are connected by it. This tends not to be the case because of the privileged role accorded to the mass media and the difficulty of translating information between different modes of communication, especially when adapted to particular profiles. This difficulty can be reduced by treating the translation arenas as primary and the actual lines of communication as secondary. Specialized groups controlling the translation arenas can then require guarantees of a desirable level of adaptation to particular profiles.

**Conceptual environment** The web of general conceptual relationships only acquires its full significance if all concepts are integrated within it. This tends not to be the case because of the fundamental role attributed to intellectual or ideological lines of thought, and the difficulty of integrating concepts based on very different or highly specialized modes of thought. This difficulty can be reduced by treating such interrelationship nexi as primary and the relationships themselves as secondary. Concepts governing such nexi can then require a desirable level of integration of specialized modes of thought.

**Intra-personal environment** An ordered network associating different modes of awareness only acquires its full significance if all modes are integrated within it. This tends not to be the case because of the primacy accorded to certain preferred modes of awareness and the difficulty of integrating modes based on very different insights or extraordinary experiences. This difficulty can be reduced by recognition of integrative correspondences as primary and the insights themselves as secondary. Modes of awareness integrating such correspondences can then require a desirable level of integration of any specialized modes of awareness.

X 0017

### **Encirclement**

**Pattern** Fundamental boundary relationships defining an area's relationship to the pattern within which it is embedded are desirable in order to maintain the integrity of that area.

**Physical environment** High speed ring roads are a necessity which helps to define and generate local transport areas. They should however be placed and built in such a way that they do not destroy communities or countryside.

**Socio-organizational environment** High intensity communication pathways are needed whereby an organizational complex deflects such communication around its boundary, thus protecting itself from the disruption that irrelevant communication may cause to the collective life of those involved.

**Conceptual environment** A clearly defined pattern of concepts is required around a conceptual domain in order to channel away concepts irrelevant to that domain and disruptive of its preoccupations.

**Intra-personal environment** It is necessary for a person to establish a psychic boundary to unconsciously redirect incoming perceptions which are of no immediate relevance and which would therefore disrupt personal equilibrium unduly.

X 0018 c

#### Network of redefinitions

**Pattern** In a context in which a particular form of order is self-reinforcing at all points, the elements constituting that order do not contribute to the redefinition of it or to the emergence of any new pattern. Such pattern emergences occur when the elements are able progressively to redefine their relationship to each other in the light of their past patterning experience.

**Physical environment** In a physical environment governed by a fixed plan, the constitutive elements (buildings, traffic, focal points) are perceived as necessarily unchanging in nature. As such they cannot be permitted to contribute to any gradual redefinition of the environment. As such it is difficult to accept that they can contribute to any gradual positive redefinition of the environment through cyclic, growth, decay, or adaptation processes. Emergence of new or alternative patterns can only occur when building structures, traffic, etc, adapt to and modify each other's cycles of activity.

**Socio-organizational environment** In a society or group which emphasizes the inculcation of some particular pattern of behaviour and perception, individuals become passive and unable to think or act for themselves. Creative, active individuals and groups can only emerge in a society which promotes networks of decentralized learning instead of emphasizing structured teaching systems.

**Conceptual environment** In a conceptual framework which emphasizes the perpetuation of a particular conceptual order or method, the emergence of new viewpoints, challenging and redefining that order, is discouraged. It is through such processes and the emergence of alternative viewpoints that a conceptual pattern is renewed and its development ensured.

**Intra-personal environment** Adoption of a particular mode of thought prevents the emergence of insights. This inhibits personal development through effectively imposing an experiential straitjacket. Greater personal development is encouraged by the use of a network of alternative modes.

X 0019 c

#### Web of selective interchange

**Pattern** Interchange points for similar resources should be distributed evenly throughout the environment for which they are each a process nexus. As such they interact in a self-organizing manner, maintaining a stable nexus web despite changes to it resulting from fluctuating demands upon its parts.

**Physical environment** Shops and other services rarely locate themselves in those positions which both best serve the needs of those they serve and guarantee their own survival. Similar services can best be evenly distributed throughout the area they serve, filling gaps in the web, whilst different services should be located close to the largest cluster of other services.

**Socio-organizational environment** Discussion groups, conferences or fairs concerned with similar questions should best be distributed evenly throughout the space-time environment for which they are a process nexus. As such they interact in a self-organizing manner maintaining a stable nexus web despite changes to it resulting from fluctuating demands upon the groupings. Those concerned with different questions can best be located in relationship to the larger groupings in the web.

**Conceptual environment** Focal concepts through which similar phenomena are ordered should be evenly distributed throughout the conceptual space within which they are each a nexus of deliberative interchange. As such they interact in a self-organizing manner maintaining a stable web of concepts despite changes to it resulting from fluctuating use of its constituent viewpoints.

**Intra-personal environment** Focal modes of awareness through which perceptions of similar circumstances are processed should be evenly distributed throughout a person's perceptual space. As such they interact in a self-organizing manner maintaining a stable web of modes of awareness despite changes to it resulting from fluctuating use of its constituent modes.

X 0020 c

#### User-determined specialized communications

**Pattern** Relationships should be such as to permit contact in an environment between any point and any other point.

**Physical environment** Public transportation should be such as to take people from any point to any other point within a metropolitan area. This can be accomplished by supplementing high-volume transportation with a mini-bus feeder service over a varying route optimized by computer in response to requirements of individual users.

**Socio-organizational environment** Communications within a society or an organizational complex should be such as to permit any person to make contact with any other person or group within that community. Computer assistance should be available to enable a person to discover the communications address of the contact appropriate to his needs.

**Conceptual environment** Relationships within a knowledge-representative system should be such as to permit the relevance of any concept to any other concept to be established, particularly when such a system is computer-enhanced.

**Intra-personal environment** Associative relationships within any mode of awareness should be such as to enable any perception to enhance any other perception, possibly with the aid of metaphoric transpositions of perspective.

X 0021 b

#### Four-level structural limit

**Pattern** Within any framework the number of structural levels varies, with the highest number of levels tending to occur towards the centre. It is desirable that the majority of structures should not have more than four levels because of the confusion that more complex structures tend to engender.

**Physical environment** Within any urban area the heights of buildings will vary, with the highest tending to be towards the centre. It is desirable that the majority of buildings, especially those destined for human habitation, should not be more than four stories in height. Higher buildings are destructive of the urban environment, offer few genuine advantages, and are psychologically harmful.

**Socio-organizational environment** Within any society or organization the number of hierarchical levels (or classes) will vary, with the highest number tending to be towards the centre of any such organizational complex. It is desirable that the majority of organizations, especially those associated with the daily life of a community, should not have more than four such levels. Organizations with more hierarchical levels are destructive of social life, offer few genuine advantages, and are psychologically harmful.

**Conceptual environment** Within any conceptual framework the number of conceptual or category levels will vary, with the highest tending to be towards the centre of the framework. It is desirable that the majority of conceptual structures, especially those destined for frequent use by non-specialists, should be based on not more than four levels. More complex structures tend to confuse the conceptual environment, offer few genuine advantages, and are psychologically disturbing.

**Intra-personal environment** Within any mode of awareness the number of levels of self-reflectiveness, subtlety or degree of apprehension will vary, with the highest number tending to be associated with the core of the person's being. It is desirable that the majority of perceptual modes, especially those required in normal daily life, should not involve more than four such levels. Modes of awareness based on a greater number of levels tend to confuse, offer few genuine advantages, and are psychologically harmful.

X 0022 b

#### Occupiable temporary site limit

**Pattern** The integrity of a domain depends very much on the limit set on the number of sites available for temporary occupation. These function as attractants for mobile elements, both from within and from outside the domain.

**Physical environment** The integrity of local communities and neighbourhoods depends very much on the limit set on the number of parking spaces provided. When this exceeds about nine percent the environment becomes unfit for human use because of the number of vehicles attracted to it.

**Socio-organizational environment** The integrity of groups and organizations depends very much on the limit set on the number of uncommitted participants. The opportunity of such temporary membership attracts excessive and irresponsible involvement which destroys organizational coherence and continuity.

**Conceptual environment** The integrity of a conceptual domain depends very much on the limit set on the number of unresolved issues within it on which alternative or external explanations are sought. The opportunity to offer such explanations may attract superficial and irresponsible involvement to an excessive degree. This inhibits the development of the domain.

**Intra-personal environment** The integrity of a mode of awareness depends very much on the limit set on the number of unintegrated perceptions on which alternative insights are sought. Openness to an excessive number of such insights inhibits the development of that mode of awareness.

X 0023

### Compensating relationships in parallel

**Pattern** A local domain and its boundaries may be protected from fragmentation by preventing fundamental relationships from traversing it. This however results in the disorderly proliferation of a network of local relationships which itself threatens the integrity of the domain. Such local relationships may however be more effectively integrated by providing for reciprocal relationships, traversing the domain in parallel and linking them to the more fundamental relationships by which the boundary of the domain is defined.

**Physical environment** Even when ring roads are used to divert through traffic around a local transport area such as a city (or a portion of it), severe congestion results in any network of intersecting streets. This may be avoided by building systems of parallel and alternating one-way roads to carry traffic to and from the ring roads. Cross-streets may be closed to protect neighbourhoods which are defined between the parallel roads if they are an appropriate distance apart (100 to 350 metres).

**Socio-organizational environment** Even when high intensity, non-local communication media are used to deflect such communication around an organization's boundary, severe local communication overload and underuse may result within any communication networks within the organization or community. This may be avoided by developing systems of parallel and alternating unilateral communication pathways to carry information to and from the bounding non-local communication media. Local and specialized groups can effectively define themselves in relationship to such alternating communication pathways.

**Conceptual environment** Even when a clearly defined contextual pattern of general concepts is used to filter out irrelevant concepts (which may destroy the integrity of a conceptual domain) confusion may result locally from the proliferation of unordered networks of conceptual relationships thus inhibiting the further development of that domain. This may be avoided by developing alternative systems of asymmetric or complementary relationships in parallel as a means of linking locally elaborated concepts into the wider network of general conceptual relationships.

**Intra-personal environment** Even when a person establishes an adequate psychic boundary to unconsciously redirect non-significant incoming perceptions, undesirable confusion may result from the fragmentation of the person's awareness into a network of ad hoc perceptual modes. This may be avoided by developing parallel systems of complementary modes of perceptions as a means of providing continuity of awareness between immediate perceptions and the general patterns of insight within which they emerge.

X 0024 c

#### Positions enabling transcendence

**Pattern** In any domain there are points which provide a focus for the relationships between other points. Such a focal point or "centre of gravity" serves an integrative function through which the domain may both itself be integrated as well as being related as a whole to frameworks which transcend the boundary of the domain.

**Physical environment** In every region, town or locality, there are special places which become symbols embodying the unique characteristics of the area. Unless such sacred sites are protected, whether they are natural or man-made, people cannot maintain their spiritual roots or their sense of historical and cultural identity within any more global framework.

**Socio-organizational environment** In every society, organization complex or local group, there are regularly occurring special occasions transcending day-to-day preoccupations. These become symbols embodying, through some form of ritual, the unique characteristics of the community in question. Unless such occasions are protected, whether they are traditional, religious or improvised, people cannot maintain their spiritual roots and their sense of historical and cultural identity within any more global community.

**Conceptual environment** In any conceptual domain there are key, focal, or self-reflective concepts which serve an integrative function whereby the domain may both itself be integrated as well as being related as a whole to more fundamental or meta-frameworks transcending the boundary of the domain. Unless such focal concepts are protected, it becomes difficult to maintain both the cohesion of the domain and its relevance within any larger conceptual framework.

**Intra-personal environment** Within any mode of awareness there are fundamental or self-reflective insights through which the perceptions in that mode are both integrated and related as a whole to some larger, more fundamental, or transcendent mode of awareness. Unless such key insights are protected, it becomes difficult for the individual to maintain both the coherence of that mode and an understanding of its function within the personality as a whole.

X 0025 c

### **Relationship to indeterminacy**

**Pattern** The significance of a domain of defined relationships is enhanced if it includes, or is contiguous with, a domain of indeterminacy in which fixed relationships are partially freed to form other patterns. The boundary between the two domains requires special protection because of the tendency of inharmonious relationships to accumulate there in an uncontrolled manner.

**Physical environment** Natural bodies of water, whether beaches, lakes or river banks, are of vital and profound significance to people, if only for recreation or industrial purposes. Measures are required to prevent the accumulation of unsightly structures (buildings, factories, roads, etc) at the water's edge which render it inaccessible and disagreeable.

**Socio-organizational environment** Informality, whether in the form of parties, festivals or other non-structured occasions providing emotional outlet is of vital and profound significance to people, if only for recreation purposes or to facilitate formal relationships and agreements between organizations. Measures are required to prevent the proliferation of artificial procedures and rituals which render access to informality difficult and disagreeable.

**Conceptual environment** Indeterminacy, whether in the form of uncertainty, fuzziness, or ignorance, is of vital and profound importance to creative conceptual development, if only to facilitate the emergence of alternative perspectives or to enable beneficial cross-fertilization between conceptual frameworks. Measures are required to prevent the proliferation of artificial methods and procedures which render exposure to uncertainty difficult and conceptually inelegant.

**Intra-personal environment** Unstructured modes of awareness, whether in the form of insight, intuition, empathy or other non-rational forms, is of vital and profound significance to a person, if only as a catalyst for relaxation or to facilitate integration between more disciplined modes of awareness. Measures are required to prevent the proliferation of artificial attitudes and habits which render exposure to such immediate awareness difficult and painful.

X 0026 c

### Functional cycle

**Pattern** A well-balanced self-organizing domain is characterized by a cycle of interacting phases each of which emphasizes particular functions or processes vital to the integrity of the domain.

**Physical environment** A well-balanced village or urban community is characterized by the presence of buildings of a range of types (and ages) each of which facilitates a different activity vital to the integrity of the community. The absence of structures of a particular type (or age) may severely endanger the balance and independence of the community as well as restricting the range of experiences a person can experience there.

**Socio-organizational environment** A well-balanced community, organization, or group is characterized by the presence of a range of distinct activities (some varying correspondingly from the traditional to the innovative), each especially relevant to some phase of the cycle of interacting processes through which the life of a mature group regulates itself and develops. If such activities are not all represented, people can neither fulfill themselves in one phase nor pass successfully on to the next.

**Conceptual environment** A well-balanced conceptual domain or body of knowledge is characterized by a range of distinct methods or conceptual approaches (some varying correspondingly from the traditional to the innovative), each especially relevant to some phase of the cycle of interacting processes through which the life of a mature school of thought regulates itself and develops. If such approaches are not all represented, ideas cannot be brought to fruition in one phase nor be successfully transformed for development in subsequent phases.

**Intra-personal environment** A well-balanced mode of awareness is characterized by a range of distinct perceptions (some varying correspondingly from the habitual to the innovative), each especially relevant to some phase of the cycle of interacting processes through which the person's psychic life is integrated and developed. If such perceptions are not all represented, insights cannot be brought to fruition in one phase by the person nor be successfully transformed for development in subsequent phases.

X 0027

### Complementarity

**Pattern** In order to successfully embody, encompass or reflect potential variety, a domain should be ordered on the basis of two incommensurable but complementary modes of organization.

**Physical environment** In order to ensure appropriate balance within any urban environment, each building, open space, neighbourhood and work community should be developed with a blend of incommensurable insights (as typified by those of men and women). If structures are developed (whether homes, suburbs, supermarkets or factories), in which either of such insights is repressed, such structures perpetuate and solidify the resulting distortion of reality.

**Socio-organizational environment** In order to ensure appropriate balance within any organization or community, each procedure and activity should be developed with a blend of incommensurable insights (as typified by those of men and women). If groups and programmes are developed in which either of such insights is repressed, such structures perpetuate and give form to the resulting distortion of reality.

**Conceptual environment** In order to successfully embody the complexity inherent in any conceptual domain, each framework should be articulated with a combination of incommensurable perspectives (as typified by those of men and women) viewed as a complementary set of descriptions. If a conceptual framework is developed in which one such perspective is ignored, such a framework perpetuates and gives form to the resulting oversimplified representations of reality.

**Intra-personal environment** In order to successfully comprehend the richness inherent in any mode of awareness, it should be allowed to act in either of two incompatible sub-modes (as typified by those of men and women) understood as permitting complementary perceptions. If a mode of awareness is developed in which one such sub-mode is avoided, the resulting perceptual habits will provide a dangerously oversimplified understanding of reality.

X 0028 c

#### Coherent pattern of relationship densities

**Pattern** Within a domain randomness in the density of local relationships fails to reinforce any recognizable pattern on the basis of which the domain as a whole may be identified. A systematic variation in the pattern of relationship densities can provide the necessary coherence.

**Physical environment** Within an urban environment population densities are higher towards the centre, but there is no recognizable pattern arising from the manner in which this trend is modified by the many component local communities (with their own centres). Such randomness inhibits development of any community identity and creates a chaos in the pattern of land use. Given that the centre of local communities are each located on their community boundary (eccentrically towards the centre of the larger agglomeration), by encouraging them each to bulge both towards the geometric centres of their own local community and in a horseshoe along the neighbouring boundary, a gradient of imbricated horseshoes emerges as an overall pattern supportive of local community life.

**Socio-organizational environment** Within any organizational complex, network or group, randomness in the local density distribution of formal or informal relationships fails to reinforce any recognizable pattern on the basis of which the organization as a whole may be identified, comprehended and effectively used. A systematic variation in the pattern of relationship densities can provide the necessary coherence.

**Conceptual environment** Within any conceptual framework or body of knowledge, randomness in the density of relationships between specialized concepts fails to reinforce any recognizable pattern on the basis of which the conceptual framework as a whole may be identified, comprehended and effectively used. A systematic variation in the pattern of specialized relationships can provide the necessary coherence.

**Intra-personal environment** Within any mode of awareness randomness in the degree of relatedness of sets of perceptions fails to reinforce any recognizable pattern on the basis of which the mode of awareness as a whole may be identified, comprehended and profitably used. A systematic variation in the pattern of sets of perceptions can provide the necessary coherence.

### Stable density gradient of local relationships

**Pattern** The locus of formation of new local relationships is determined by a balance between proximity to the local centre (as an attraction) and distance from the intensity of processes there (acting as a repellent). The varying ways in which this balance is determined leads to the emergence of rings of different relationship density (a density gradient) around the local centre. This density configuration will be unstable unless measures are adopted to compensate for the instability resulting from continuing pressure to form further relationships at preferred locations.

**Physical environment** In a local community people want to live close to shops and services for excitement and convenience. They must balance this against the desire to be away from such services in order to experience peace and greenery. The pattern of such choices in a neighbourhood defines density rings around the local centre. Under the continuing pressure of the arrival of new households, such a density gradient becomes unstable (to the disadvantage of the less privileged) unless compensatory measures are adopted.

**Socio-organizational environment** In a local or specialized organizational complex people want to be close to the centre "where the action is" and where interpersonal interactions are most intense and challenging. But they must balance this against their need for low key unstructured relationships permitting greater freedom of personal expression and growth. The varying ways in which this balance is struck by individuals in an organization or network defines relationship density rings around the nucleus of the organization. Under the continuing pressure of the arrival of new participants, such a density gradient becomes unstable (to the disadvantage of the less privileged) unless compensatory measures are adopted.

**Conceptual environment** In a specialized conceptual domain specialists experience a need to be close to the intellectual centre of gravity where the latest challenging ideas are being presented and debated. But they must balance this against their need for peaceful, reflective conditions in which their own insights can emerge and be developed. The varying ways in which this balance is struck by individuals within a school of thought or invisible college defines density rings of conceptual relationships around the core of the domain. Under the continuing pressure of the emergence of new thinkers, such a density gradient becomes unstable (to the disadvantage of the less privileged) unless compensatory measures are adopted.

**Intra-personal environment** In employing a specialized mode of awareness, a balance must be struck between the challenging insights to be gained by focussing it in its most intensely disciplined form and the benefit to be derived from allowing it to influence perceptions in a more non-directive manner. The varying ways in which this balance tends to be struck over a period of time by the person using that mode defines density rings of perceptual relationships around the focal awareness. Under the continuing pressure of the emergence of new perceptions, such a gradient becomes unstable (to the disadvantage of some perceptions) unless compensatory measures are adopted.

X 0030 b

### Activity nodes

**Pattern** As a framework of relationships is articulated, nodes emerge at the points of convergence of the principal relationships. Such nodes provide loci for processes vital to the self-organizing dynamics of the domain as a whole.

**Physical environment** As a local community grows, community facilities emerge randomly thus failing to reinforce each other or the vitality of the community as a whole. This may be remedied by concentrating mutually supportive facilities at activity nodes (such as small public squares distributed evenly throughout the community) on which the network of pathways naturally converge.

**Socio-organizational environment** As an organizational complex develops, facilitative nodes emerge randomly thus failing to reinforce each other or the vitality of the group or network as a whole. This may be remedied by concentrating mutually supportive network facilities at activity nodes (such as meetings organized regularly to serve different interest groups) on which the network of relationships naturally converge.

**Conceptual environment** As a specialized conceptual domain develops, facilitative methods emerge randomly thus failing to reinforce each other or the interest of the domain as a whole. This may be remedied by deliberately grouping mutually supportive methods in relation to the key concepts (such as those providing a focus for alternative perspectives within the domain) on which the network of conceptual relationships naturally converge.

**Intra-personal environment** As a specialized mode of awareness develops, facilitative key insights emerge randomly thus failing to reinforce each other or the integrity of that mode. This may be remedied by consciously associating mutually supportive insights in relation to the principal perceptions (such as those providing a focus for alternative perceptions within that mode) on which the network of insights naturally converge.

X 0031 b

### Cycle of relationship reinforcement

**Pattern** Within any domain, linking the activity nodes together through a fundamental cycle reinforces specific relationships as well as the integrity of the domain as a whole.

**Physical environment** In any urban community the gradual formation of a promenade linking the main activity nodes provides an environment through which people are encouraged to move constantly in order to see and to be seen, especially if the principal nodes are located at each end. Such a promenade provides a focus for the life of the community.

**Socio-organizational environment** In any organizational complex or group, linking facilitative nodes together in a communication circuit provides an environment through which people are encouraged to move constantly in order to encounter new and alternative activities and the associated relationships. Such a cycle reinforces existing relationships and the integrity of the group as a whole.

**Conceptual environment** In any conceptual domain or school of thought, linking together the key focii of conceptual activity in a cycle of conceptual processes provides an environment through which ideas are encouraged to move constantly in order to be challenged by new or alternative insights and the associated conceptual relationships. Such a cycle reinforces existing relationships and the integrity of that body of knowledge as a whole.

**Intra-personal environment** Within any mode of awareness, linking key perceptual processes together within a larger cyclic process provides a context through which attention is encouraged to move constantly in order to encounter new or alternative insights and the patterns of significance within which they are embedded. Such a cycle renews existing relationships and the integrity of the mode of awareness as a whole.

X 0032 c

### Selective interchange axis

**Pattern** Effective selective interchange within a domain is achieved by harmonizing the dynamically incompatible requirements of high-intensity non-local relationships and low intensity, local relationships. This can be achieved by arranging that selective interchange axes cut across non-local relationships, providing local relationships between them.

**Physical environment** The viability of shopping centres depends on an appropriate compromise between their accessibility from major roads and the convenience to pedestrian shoppers. This can be achieved by arranging that pedestrian shopping streets cut across major roads, linking parallel roads, and providing parking space behind the shops.

**Socio-organizational environment** The viability of environments (such as meetings) for effective exchange between groups depends on an appropriate compromise between their accessibility through structured mass communications pathways and the necessary low key informal interactions between participants. This can be achieved by arranging that low key communication environments cut across major lines of communication, providing a link between them.

**Conceptual environment** The viability of environments for the cross-fertilization of ideas between different frames of reference or schools of thought (such as in knowledge representation systems) depends on an appropriate compromise between their accessibility through structured high speed information systems and the extended time period required to reflect on new ideas. This can be achieved by connecting local (or personal) information systems enhancing cross-fertilization to different data networks.

**Intra-personal environment** The viability of conditions for the cross-fertilization of personal insights depends on an appropriate compromise between exposure of the individual to a continuing stream of impressions and the possibility for the individual to filter out irrelevant impressions in order to focus awareness on those which remain. This can be achieved by alternating attention, for appropriate periods of time, between the stream of impressions and a focussed awareness, thus maintaining continuity of awareness between the two modes.

X 0033 c

### Ill-defined processes

**Pattern** In every domain there are processes that are ill-defined or are only evident when the well-defined processes are inactive. Ill-defined processes should be clustered to ensure their viability as attractors.

**Physical environment** In every urban community there is some kind of night life after daytime activities are closed down. Entertainment facilities, bars, discos, restaurants, etc need to be distributed in clusters to provide lively secure pedestrian environments in order to guarantee their attractiveness and viability.

**Socio-organizational environment** Associated with every organizational complex or group there are extra-mural activities to which participants are attracted during interruptions in the cycle of normal group activity. These range from drinking together through office recreation clubs, group celebrations, parties, collective participation in carnivals and excursions, to other forms of group entertainment. Such activities need to be clustered in space and/or time if they are to provide lively secure environments in order to guarantee their attractiveness and viability.

**Conceptual environment** In every conceptual domain there are unconscious, ill-defined processes that are only evident when the well-defined conceptual procedures are inactive or exhausted. Such unconscious processes should be inter-related or associated in order to ensure their viability as catalysts for the emergence of alternative perspectives.

**Intra-personal environment** In every mode of awareness there are unconscious, ill-defined processes that are only evident when the person's conscious awareness is stilled. Such unconscious processes, including dreams and waking fantasies, should be inter-related in order to ensure their viability as catalysts for the emergence of new insights.

X 0034

### **Interchange**

**Pattern** The interconnections between lines of relationships in a domain, namely the nodal points from which alternative relationships originate, play a central role in ensuring the viability and integrity of the overall pattern of relationships.

**Physical environment** The interchanges in a web of public transportation services play a central role in ensuring the viability and integrity of the transportation system. They should be organized to make them accessible to regular users and to minimize the discontinuity between different modes of transport.

**Socio-organizational environment** The arenas in which information is translated between different media in the web of public communication services play a central role in ensuring the viability and integrity of the communication system. The arenas should be organized to make them accessible to regular communications from different groups and to minimize the discontinuity between different modes of communication.

**Conceptual environment** The focal, or interdisciplinary, concepts which provide interconnections between different lines of thought, play a central role in ensuring the viability and integrity of the web of conceptual relationships. Such nexuses of inter-relationships should be organized to make them relevant to ideas emanating from different schools of thought and to minimize the discontinuity between different modes of thought.

**Intra-personal environment** The integrative modes of awareness, which provide the necessary interconnections between particular modes of awareness, play a central role in ensuring the viability and integrity of any ordered pattern of awareness. The integrative modes should be organized to make them significant to insights emerging from different modes of awareness and to minimize the discontinuity between different modes of awareness.

X 0035 c

### Adequate variety of cyclic elements

**Pattern** The coherence and specificity of the cycle of interacting phases, by which a domain is defined, is largely determined by the variety of those cyclic elements.

**Physical environment** The mix of dwelling types (and ages) in any neighbourhood or urban cluster, namely the presence together of dwellings appropriate for children, single people, working couples, and the old, largely determines the coherence and uniqueness of such a community and its potential for self-renewal. Mixing must be balanced by the need to construct similar dwelling types together.

**Socio-organizational environment** The mix of people of different ages, namely at different stages in the human life cycle (or the life cycle of a group), is a major factor in determining the degree of coherence and uniqueness of any organizational complex or group. People need support and confirmation from those at other stages in a life cycle, whether older or younger. Mixing different household types must be balanced against the needs for those of the same age group to be together.

**Conceptual environment** The variety of distinct methods or conceptual approaches (including the classical and the innovative) constituting the learning/discovery cycle of any conceptual domain or school of thought is a major factor in determining its degree of coherence and specificity. The mixture of methods must however be balanced against the need to strengthen the relationships between those of the same kind.

**Intra-personal environment** The variety of distinct perceptions (including the habitual and the innovative) constituting the cycle of processes of any mode of awareness is a major factor in determining its degree of coherence and uniqueness. The mixture of perceptions must however be balanced against the need to reinforce the relationships between those of the same kind.

X 0036 b

### Differentiation by relationship density

**Pattern** A domain is articulated by differentiating zones of high, medium and low relationship densities amongst the domain elements. Such distinctions should be reinforced by the overall clustering of the elements.

**Physical environment** Within any neighbourhood (or cluster of houses) there are those who wish to live close to central services or the movement of people, there are those who prefer privacy, and there are those who prefer some compromise between such extremes. Such differing preferences for publicness may be satisfied by reinforcing the distinction between busy streets, secluded backstreets or pathways, and streets of an intermediate type.

**Socio-organizational environment** Within any organization or group there are those who wish to be visibly associated with areas of intense activity or public contact, there are those who prefer seclusion, and there are those who prefer some compromise between those roles involving extreme public relations and personal exposure, those roles requiring privacy, and those involving some mix of the two.

**Conceptual environment** A conceptual domain is articulated by differentiating areas of intense interaction between mutually challenging and commonplace ideas, isolated areas of exploration and reflection, and areas having some of the characteristics of both. Such distinctions may be usefully maintained by clarifying and reinforcing the pattern of relationships between them.

**Intra-personal environment** A mode of awareness is articulated by differentiating conditions of intense interaction between perceptions (whether new insights or old), conditions of meditation and withdrawal, and conditions having some of the characteristics of both. Such distinctions may be usefully maintained by clarifying and reinforcing the pattern of transitions between them.

X 0037 b

### **Cluster of frameworks**

**Pattern** The fundamental unit of identifiable local organization within a domain is the cluster of frameworks within which elements are grouped. The limit on the number of frameworks per cluster varies from 8 to 12 depending on the balance between implicit, dynamic and explicit structural organization.

**Physical environment** The fundamental unit of organization within an identifiable neighbourhood is the cluster of houses. The limit on the number of houses per cluster varies from 8 to 12 depending on the balance between the informality and coherence of the group. The houses should preferably be arranged around some commonly owned land and paths.

**Socio-organizational environment** The fundamental unit of local organization in any identifiable social span is the (proximity) cluster of groups (or people) with related preoccupations. The limit on the number of groups (or people) per cluster varies from 8 to 12 depending on the balance between the informality of the relationships within the cluster and the coherence of the cluster as a whole. The relationships between the groups (or people) should preferably be such as to define an area of commonly should concern.

**Conceptual environment** The fundamental unit of local organization in any identifiable conceptual span is the (proximity) cluster of conceptual frameworks with related foci. The limit on the number of frameworks per cluster varies from 8 to 12 depending on the balance between the network of implicit, associative relationships and the degree of explicit, structural organization. The relationships between the frameworks should preferably be such as to define a common focus.

**Intra-personal environment** The fundamental unit of local organization in any identifiable field of awareness is the cluster of perceptual frameworks with related foci. The limit on the number of frameworks per cluster varies from 8 to 12 depending on the balance between the fluidity of the perceived relationships and the degree of gestalt awareness of the cluster as a whole. The perceptual frameworks should preferably be configured such as to highlight a unifying awareness.

X 0038 c

### Standard frameworks

**Pattern** In certain parts of a domain, clusters of frameworks do not permit a sufficiently high relationship density. Chains of standard frameworks may then be used.

**Physical environment** In certain parts of an urban community clusters of houses do not permit sufficiently high population densities or degrees of publicness. Row houses are then essential and should preferably be placed along pedestrian paths, running at right angle to local roads, such as to provide common land behind them.

**Socio-organizational environment** In certain parts of an organizational complex clusters of groups (or people) with related preoccupations do not permit sufficiently high relationship densities or degrees of interaction. Standard groups should then be interlinked in chains, such as to provide low intensity communication pathways between them, connecting into higher intensity communication networks. The groups should be interlinked such as to define a common area of concern.

**Conceptual environment** In certain parts of a conceptual domain loose clusters of conceptual frameworks do not permit a sufficiently high degree of integration. Standard frameworks (such as matrices of concepts) should then be interlinked by a sequence of procedures such as to encourage non-linear interactions between them, phasing into the linear pattern of more general relationships. The frameworks should be interlinked such as to define a shared common focus.

**Intra-personal environment** In certain areas of a field of awareness clusters of perceptual frameworks do not provide a sufficiently high degree of integration. Standard perceptual frameworks should then be interlinked together (such as in a rote learning or meditation sequence) such as to engender the implicit relationships between them, phasing into the explicit patterns of overall awareness. The frameworks should be interlinked such as to define a shared core awareness.

X 0039

### Integrating a new dimension

**Pattern** At the central foci of any domain the density of relationships between elements is such as to require construction of a framework in a new dimension . To avoid a purely mechanistic pattern, each element, whilst acquiring unique characteristics within the framework, should encode its earlier spatial dimensions and the rhythms of its earlier dynamics.

**Physical environment** In every urban environment there are places so central that high-rise apartments tend to be constructed to accommodate the high populaton density. To avoid alienating impersonality, each apartment should have a direct connection to the ground, a private garden and the possibility of acquiring a unique identity. This may be accomplished by using stepped terraces on a housing hill.

**Socio-organizational environment** At the central (or fashionable) foci of any organizational complex the preferred density of relationships is such as to require that many be based on a new mode of action. To avoid alienating impersonality, each group should maintain a direct connection to simpler and more fundamental modes of organizing relatinsips in time, whilst at the same time acquiring unique characteristics in the new framework.

**Conceptual environment** At the central foci of any conceptual domain the necessary density of relationships between concepts is such as to require that many be based on a new (or meta) dimension. To avoid arid incomprehensibility, each set of concepts should maintain a direct connection to simpler and more fundamental patterns of relationship, whilst at the same time acquiring unique characteristics within the new framework.

**Intra-personal environment** At the central foci of any mode of awareness the density of relationships amongst perceptions and insights is such as to require that many be based on a new dimension of understanding. To avoid cold detachment, each set of insights should maintain a direct connection to simpler and more fundamental patterns of insight, whilst at the same time developing unique characteristics in the light of the new dimension.

x 0040 b

### Integrating the historical dimension

**Pattern** When a domain is properly formed it encodes the earlier stages in its own development, appropriately relating them to current and emerging stages.

**Physical environment** When an urban environment is properly designed it preserves structures reflecting the characteristics of its earlier stages of development, appropriately relating them to recent buildings and those planned or in process of construction.

**Socio-organizational environment** When a social group or organizational complex is properly balanced it integrates within it traditional groups (or elderly people), appropriately relating them to contemporary groups (or adults) as well as to new kinds of group (or the young). Failure to do so creates dangerous rifts in the sense of historical continuity and development within the community.

**Conceptual environment** When a conceptual domain is properly formed and balanced it integrates within it the earlier stages in its own development, appropriately relating them to currently accepted concepts and to emerging insights into the probable future development of the domain.

**Intra-personal environment** When a mode of awareness is properly balanced it integrates within it the earlier learning stages in its own development, appropriately relating them to those in which confidence is at present placed as well as to those emerging insights which are as yet only partially understood.

X 0041 b

#### **Informal context for formal processes**

**Pattern** A variety of formal processes should be grouped in clusters to enhance interlinking informal processes that ensure a balanced context for both within each cluster.

**Physical environment** Workplaces for a variety of employments should be clustered in groups of 10 to 20 around their own courtyards to form an identifiable work community with some collective amenities and nested within a larger community with other services. The work community then provides for a more balanced life outside the house.

**Socio-organizational environment** Groups or task forces with a variety of preoccupations should be encouraged to form into clusters of 10 to 20 such as to reinforce the informal interaction amongst them. The resulting community or network then provides for a healthier degree of functional balance than is normally possible outside non-directive groups.

**Conceptual environment** Utilization of a variety of distinct methodologies or conceptual frameworks should be organized into clusters of 10 to 20 such as to reinforce the processes of non-formal interaction amongst them. The resulting network or "invisible college" then provides for a healthier degree of conceptual balance than is normally possible outside contexts of non-deterministic reflection.

**Intra-personal environment** A variety of distinct perceptual frameworks should be grouped into clusters of 10 to 20 such as to reinforce the processes of unconscious integration amongst them. The resulting gestalt then provides for a more balanced mode of awareness than is normally possible in the absence of "seedless" meditation.

X 0042 c

#### Chain of fundamental transformation zones

**Pattern** Zones of fundamental transformations should be situated in chains such as to form boundaries within a domain rather than being isolated within a specialized domain.

**Physical environment** Industry should be distributed along ribbons such as to form boundaries between communities rather than being completely separated from urban life and thus contributing to the unreality of sheltered residential neighbourhoods and to the sterility of industrial parks.

**Socio-organizational environment** Managerial and administrative action groups should be situated such as to form boundaries between organizational complexes, rather than being grouped separately from working operations, thus contributing to the unreality of sheltered working environments and to the sterility of bureaucracy.

**Conceptual environment** Application of theory to concrete problems should be linked such as to form boundaries between conceptual frameworks, rather than being isolated from areas of purely theoretical work, thus contributing to the unreality of such sheltered research environments and to appreciations based on limited insights.

**Intra-personal environment** Adaptations and use of modes of awareness in real-world situations should be linked such as to form boundaries between fields of awareness, rather than being completely isolated from reflection and meditation and thus contributing to the unreality of such protected activities and to unenlightened action.

X 0237

### Connectedness in isolation

**Pattern** When subdividing a relatively small space, boundaries can be usefully under-emphasized by limiting the number of modes by which contact is maintained across the boundaries. This ensures connectedness throughout the whole space whilst maintaining an adequate degree of isolation for each part of it.

**Physical environment** In a small building with small rooms, doors with glazing give a sense of visual connection together with the possibility of acoustic isolation. People then feel less isolated.

**Socio-organizational environment** In a small organization made up of small working units, each unit should receive sufficient general information on the activities of the others without needing to expose the others to the full details of its internal operations. The units then feel connected but appropriately isolated in dealing with their particular responsibilities.

**Conceptual environment** Within a small conceptual framework with narrow domains of specialization, each specialized framework should be exposed to only some kinds of information from the others in order to maintain the sense of coherence within the larger framework. Other kinds of information, corresponding to the internal preoccupations characterizing each domain, should not need to be exchanged.

**Intra-personal environment** When further articulating a particular mode of awareness, there should be sufficient interaction between the sub-modes to avoid total fragmentation of the more general mode.

X 0238 c

**Filtered insights**

**Pattern** Unmediated sources of illumination result in strong contrasts, over-emphasizing boundaries and making it difficult to detect detail.

**Physical environment** Light filtered through a window partially covered by leaves or tracery enhances a sense of well-being in contrast to the dullness associated with uniform lighting. Glare around the window is also reduced by softening the light in this way.

**Socio-organizational environment** Diffusing the underlying intention of an organization through spontaneously occurring events enhances the organic well-being of the group in contrast to the over-programmed dullness associated with an omnipresent objective. Unnecessary tension is also reduced by indirection of the trend.

**Conceptual environment** Diluting a fundamental insight by representing it through random phenomena of apparently superficial significance enhances appreciation of its value. Presentation of an insight in undiluted form results in harsh contrasts which make it difficult to accept.

**Intra-personal environment** (as for conceptual environment)

X 0239 b

### **Multi-faceted frameworks**

**Pattern** The smaller the facets offered by a framework, the more intense the connection with that which is framed. The greater the number of facets, the greater the variety of connection to what is framed. The absence of a plurality of facets, however large the framework, engenders alienation from that which is framed.

**Physical environment** The smaller the windows are, and the smaller the panes are, the more intensely windows help connect us with what is on the other side. Paradoxically large plate glass windows inhibit the relationship to the nature they reveal compared to smaller windows, or smaller-paned windows, which create far more frames through which contact is rendered more intimate. Smaller panes establish a psychologically more acceptable balance between exposure and enclosure.

**Socio-organizational environment** The smaller the frameworks through which an organization surveys its environment, the more intense the connection with that environment. The greater the number of such frameworks, the greater the variety of connections to the environment. Because of the sense of excessive exposure, larger "windows" on the environment inhibit the organization's sense of contact with it.

**Conceptual environment** The more specialized the tools with which a conceptual framework maintains contact with its environment, and the more of them, the more adequate its apprehension of that environment is felt to be. Contact maintained through an unspecialized framework of great generality creates uncertainty as to whether an appropriate conceptual distance from the environment has been achieved.

**Intra-personal environment** The more specialized the modes of awareness through which contact is maintained with the psychic environment, and the more of them, the more intense and intimate that contact is felt to be. Contact maintained through an unspecialized, holistic mode of awareness creates uncertainty as to whether an appropriate distinction is being made between perceiver and perceived.

X 0240 b

### Tolerance at level interfaces

**Pattern** Provision of suitably scaled intermediate positions permits a realistic degree of tolerance at interfaces between frameworks of different levels. Such tolerance is necessary if there is to be freedom in any design and implementation process.

**Physical environment** A free and natural building cannot be conceived without the possibility of using trim to cover minor variations and mistakes during the construction process. In modern system building the necessary tolerances are reduced by eliminating any possibility of freedom in the building plan. Trim serves the vital additional function of ensuring adequate perceptual continuity between the fine structure of natural materials and the dimensions of the smallest constructional elements. Without such continuity the building is experienced as alienating.

**Socio-organizational environment** In the natural development of an organization allowances must be made for minor inconsistencies in the working relationships between its constituent groups, especially those at different hierarchical levels. Such inconsistencies can only be avoided by detailed pre-planning intolerant of any spontaneously instituted variations during the organization's development. The manner in which such inconsistencies are integrated into the life of the organization may well contribute to its qualifications as a human organization rather than as an inhuman one.

**Conceptual environment** In the natural development of a conceptual framework allowance must be made for minor inconsistencies in the relationships between its constituent modules, especially those at different levels of abstraction. Such inconsistencies can only be avoided by absolute adherence to an all-embracing framework intolerant of any variations which may emerge as desirable during its implementation. The manner in which such inconsistencies are integrated into the conceptual framework may well contribute to its qualifications as realistic rather than as unrealistic.

**Intra-personal environment** In the natural development of a mode of awareness allowance must be made for minor inconsistencies in the relationships between its various aspects, especially those at different levels. Such inconsistencies can only be avoided by adherence to a single overriding intention intolerant of any variation which may emerge as desirable in practice. The manner in which such inconsistencies are integrated into the mode of awareness may well contribute to its acceptance as acceptable rather than as unacceptable.

X 0241 b

### **Attractive temporary positions**

**Pattern** For a temporary position to be attractive, due consideration must be given to the viewpoint it offers, its exposure to agreeable influences, and its proximity to focii of more permanent concern.

**Physical environment** Outdoor seats, whether public or private, are useless unless they are positioned with due regard for view and climate.

**Socio-organizational environment** Organizations can usefully permit the emergence of temporary roles which offer participants the opportunity of withdrawing from formal activity, whether to cultivate a sense of perspective, or as a safety valve through which the tensions of organization life may be reduced.

**Conceptual environment** Conceptual frameworks can usefully recognize the value of temporary viewpoints, not necessarily associated with any particular framework, from which a sense of perspective may be obtained concerning ongoing conceptual activity. Such viewpoints will not however be taken up unless their inherent interest is recognized.

**Intra-personal environment** Temporary modes of awareness may be usefully adopted as a means of acquiring a sense of perspective on those adopted on a more frequent and regular basis.

X 0243 b

### Ambiguous boundaries

**Pattern** There are situations in which the boundaries between spaces are too absolute, but the absence of any boundary would do an injustice to the subtlety of the division between them. Ambiguous boundaries may then be established which both distinguish and bind together.

**Physical environment** In many places, walls and fences between outdoor spaces are too high, even though some separating boundary is required. In such situations, very low walls may be built so that when sat upon in various ways, or stepped over, the connection between the spaces is emphasized.

**Socio-organizational environment** In the relationships between groups there are situations in which the boundary between them should be highly permeable, such that participants feel free to shift between actions within one group to those in another, or that there should be an acceptable ambiguity as to which group they are acting for at any one time.

**Conceptual environment** In the relationship between conceptual frameworks, there are situations in which it is advantageous to be able to shift easily between conceptualization in terms of one to that in terms of the other, accepting a certain ambiguity as to which is appropriate at any one time.

**Intra-personal environment** In the relationship between different modes of awareness there are situations in which it is advantageous for the person to be able to shift freely between distinct modes such that there is some ambiguity as to which is valid in a given set of circumstances.

X 0244 C

### **Flexible interfaces**

**Pattern** Flexible interfaces can provide a more appropriate boundary between the fixity of well-defined spaces and the variability of the contexts within which they are embedded.

**Physical environment** A building using canvas awnings or temporary roofing touches the elements more nearly than when constructed with hard conventional materials only. Canvas has a softness, a suppleness, which is in harmony with wind, light and sun.

**Socio-organizational environment** A group permitting varying degrees of informal participation responds more naturally to its context than one based on formal membership only. Such flexible informality is in harmony with the shifting currents of opinion in the social environment.

**Conceptual environment** A conceptual framework able to incorporate informal methods of interacting with its environment is accepted as more realistic than one based on formal methods alone. Such flexibility is more responsive to the problems of representing complex, ill-defined phenomena.

**Intra-personal environment** A condition of awareness incorporating some subjective modes of understanding can provide a more appropriate interface with the psychic environment than one based on objective modes alone. An interface of such flexibility is more adapted to conditions in which the psychic boundary is ill-defined.

X 0245 c

**Protecting variability to enhance fixity**

**Pattern** Zones of variability require protection to render them accessible so that they enhance zones of fixity effectively.

**Physical environment** Flowers are beautiful along the edges of paths, buildings, and outdoor rooms where they soften edges. But unless they are protected within a raised bed, they cannot easily survive and are inaccessible to those who would appreciate them.

**Socio-organizational environment** Spontaneous creativity (and humour) relieves the tedium of organizational rules and procedures thus helping to make them more acceptable. But unless accessible protective contexts are provided for such spontaneity, it cannot easily thrive under normal organizational pressures.

**Conceptual environment** Imaginative and speculative thinking enlivens intellectual discourses governed by well-defined theories and methods, thus encouraging creative advances. But unless a recognized respectable place is given to such unconstrained speculation it cannot easily survive in disciplined discourse.

**Intra-personal environment** Imaginative musings and adventures in awareness and modes of being contribute to psychic well-being. But unless they are given an accepted role, it may be difficult for them to fulfill their function adequately.

X 0246

### **Integration within context**

**Pattern** A collective framework is successfully integrated within its natural environment when variable processes in that context interact with it as freely as they would if it were natural to that context.

**Physical environment** A building finally becomes part of its surroundings when plants grow over parts of it as freely as they grow over the ground. In so doing, they effect a smooth transition between the built and the natural, whether in terms of light quality or texture.

**Socio-organizational environment** An organization becomes a natural part of the community in which it is located when its boundary as a social group offers many points of contact to the informal processes occurring within the community.

**Conceptual environment** A conceptual framework is successfully integrated into the conceptual domain to which it relates when it is accepted as offering support for the variety of informal creation processes associated with that domain.

**Intra-personal environment** A psychological construct or mode of awareness is successfully integrated into a person's psychic framework when it supports and reinforces the person's other unstructured modes of awareness.

X 0247 b

### **Embedding fixity within variability**

**Pattern** When it is necessary to ensure a degree of fixity within a domain of variability, it is an advantage to embed a multiplicity of separated smaller domains of fixity in the space such as to safeguard the contextual variability. This is to be contrasted with the use of a single continuous surface which destroys the characteristics of the variable domain.

**Physical environment** Use of paving with ample cracks between the stones permits grasses and mosses to grow there, thus preserving a delicate ecology of insect life and allowing rainwater to drain directly into the earth. In contrast to continuous asphalt and concrete surfaces, such paving settles without cracking and is agreeable to walk on.

**Socio-organizational environment** Any set of rules, regulations, and procedures can usefully be organized in such a way that there is a certain amount of flexibility or "play" between them so as not to totally inhibit the informal life of the group. This is to be contrasted with an alienating set of rules which interlock so completely that everything is prohibited unless it is explicitly permitted. Such a set does not adjust well to the passage of time.

**Conceptual environment** A set of conceptual tools functions most effectively when each can adapt to the circumstances for which it is most appropriate. This is to be contrasted with a totally integrated set of methods which fails to allow for more complex, unpredictable phenomena to which it is insensitive and for which it is inadequate.

**Intra-personal environment** In formulating a set of personal rules it is useful to leave a certain amount of "play" between them. Any attempt to subject all processes to such a set of rules inhibits vital processes to which rules are insensitive, possibly to the detriment of psychic health or richness.

X 0248

### Time binding

**Pattern** In order to provide a sense of connectedness with a space and its context, it is essential that its boundaries should in some way be sensitive to the passage of time and to the processes that have occurred within that space.

**Physical environment** Soft tile and brick can be used on ground level surfaces in order that, through the natural processes of wear, they should record the activity of the building as a living entity. Such materials, intermediate in character between the building and the earth, emphasize the connectedness with the earth in a manner impossible for artificial materials that are perceived as impervious and alien.

**Socio-organizational environment** The transactions of the group, especially with the outside world, can be conducted in such a way that some meaningful and continuing trace is left of its connections with its historical context and with the manner of its own development. This is to be contrasted with groups who only maintain impersonal records, if any, and have little sense of their own historical continuity.

**Conceptual environment** In the development of a conceptual space from its relatively unformed beginnings, a sense of continuity and connectedness with that original level of understanding can usefully be cultivated. This tends to correspond to that of the wider conceptual context within which the space is embedded and to which it must continue to relate if its development is not ultimately to be inhibited.

**Intra-personal environment** In the process of individual development it is useful to maintain a sense of continuity with the earlier states of awareness from which the present forms have emerged. This is to be contrasted with efforts to cut-off or repress any recollection of the past in which present and future development is rooted.

X 0249 b

### Symbols of integration

**Pattern** Symbols of integration may be used to emphasize the boundaries of a space. At significant transitions between parts of the space, when the connectivity between patterns is weak, they are a means of binding them together to emphasize the larger whole. They function mainly by creating surfaces in which each part is simultaneously figure and boundary and in which the design acts a boundary and figure at several different levels simultaneously.

**Physical environment** Use of ornamental designs as decoration on buildings where materials meet as a means of providing a seam to knit together such edges to emphasize the space as a whole rather than its constituent parts. Ornamentation is frivolous when there is in fact no lack of connectivity.

**Socio-organizational environment** Use of logos, banners, totems, rituals, mottoes, or other devices to reinforce recognition of the group as a whole, particularly in contexts in which it is liable to split into factions.

**Conceptual environment** Use of symbols whose structure or profound significance is congruent with the organization of the conceptual space and therefore serves to bind together the different aspects or dimensions of it.

**Intra-personal environment** Reflection on symbols which are felt to be keys to the integration of the psyche and the sense of identity. These may emerge from the unconscious in the form of dreams or in certain forms of artistic creation (e.g. sand printing).

X 0250 b

### Encouraging emphases

**Pattern** The degree to which a space is experienced as congenial depends to a great extent on the manner in which the pervading emphases combine together to define an encouraging environment. This tends to be harder to achieve when some of the emphases are of necessity discouraging.

**Physical environment** Natural wood, sunlight, and bright colours are warm, in contrast to other colours which tend to be experienced as depressing and cold. In some way this makes a great deal of difference between the comfort and discomfort of a room.

**Socio-organizational environment** A group is experienced as congenial (or as having "good vibrations") when the sum total of communications and interactions, however contrasted, is felt to be in harmony with its natural development. Unintegrated, destructive communications create the opposite impression.

**Conceptual environment** A conceptual space is experienced as excitingly meaningful when all the various interrelationships, however contrasted, combine together to suggest the possibility of their further development as an integrated whole. Unintegrated, incompatible sets of relationships are correspondingly unmeaningful and discouraging.

**Intra-personal environment** An intra-psychic space is experienced as encouraging when all various impressions, however dramatically contrasted, combine together to imply natural possibilities for its further development. Unintegrated, antagonistic impressions are correspondingly depressing and discouraging.

X 0251

### Different settings

**Pattern** A space can only be effectively used in all its richness if it can be appreciated from a variety of settings according to the felt need of the moment. Efforts to standardize such settings imposes a subtle straightjacket on the manner in which the space is experienced.

**Physical environment** Provision of a variety of chairs in a space, as opposed to chairs of a single design conceived for an "average person". The latter approach is insensitive to the variety of people, to their sitting habits and to the different needs of any one individual at different times.

**Socio-organizational environment** Recognition of a variety of roles in a social space, in contrast to trends towards achieving a degree of role uniformity.

**Conceptual environment** Recognition of a variety of viewpoints in a conceptual domain, in contrast to trends towards achieving a single acceptable viewpoint.

**Intra-personal environment** Acceptance of a variety of modes of awareness, in contrast to any trend towards achieving a single unvariegated mode.

X 0252 b

**Domains of insight**

**Pattern Space** is partly defined by the particular perspectives of those present. Uniform exposure of a space to awareness serves no useful purpose whatsoever. It destroys the social significance of space and leads to a sense of disorientation and unboundedness.

**Physical environment** Pools of light defining a dappled environment, in contrast to unnatural uniform illumination as typified by many modern offices.

**Socio-organizational environment** Domains of shared preoccupation, in contrast to a single general concern which undermines the cohesiveness of distinct groups and prevents them from coming into any meaningful form of existence.

**Conceptual environment** Domains of special insights or focii of attention, in contrast to an overriding general awareness which inhibits the development of a variety of specialized conceptual skills.

**Intra-personal environment** Modes of personal insights, in contrast to an overriding general awareness or monopolarization such as to inhibit the development of a variety of particular conditions of awareness.

X 0253 C

### **Meaningful symbols of self-transformation**

**Pattern A** space can best be given further definition by associating with it a set of meaningful, self-chosen symbols that have a catalytic power in the continuous process of self-transformation (possibly as an outward counterpart to the unconscious). This function will be inadequately fulfilled by using symbols recommended by external specialists.

**Physical environment** Things from your life (e.g. pictures, objects), as opposed to the recommendations of interior decorators.

**Socio-organizational environment** Special rituals and behavior patterns embodying meaningful moments in the history of the integration of the group, as opposed to rituals recommended or imposed by well-intentioned outsiders.

**Conceptual environment** Special concepts or code words which have helped to define the unique flavour of the particular language or mode of communication used.

**Intra-personal environment** Personal memories and associations, as opposed to those obtained or imposed via the media.